



DEPARTMENT OF THE NAVY

BUREAU OF MEDICINE AND SURGERY  
2300 E STREET NW  
WASHINGTON DC 20372-5300

IN REPLY REFER TO

BUMEDINST 5310.10  
BUMED-94  
6 Feb 97

BUMED INSTRUCTION 5310.10

From: Chief, Bureau of Medicine and Surgery  
To: All Internal BUMED Codes

Subj: HEADQUARTERS POSITION MANAGEMENT

Encl: (1) Sample Outgoing Mail Record (OMR)

1. Purpose. To establish the Position Management (PM) Program, policy, and operating procedures for Bureau of Medicine and Surgery (BUMED) Headquarters.

2. General

a. Position management is the ongoing management process of structuring positions and organizations in a manner which promotes economy, productivity, and organization effectiveness. It involves the determination of the needs for a position, required skills and knowledge, organization, grouping, and assignment of duties. In applying position management principles, a balance must be maintained between controlling escalation of grades, providing opportunities for career development, attracting the best possible candidates, providing employee job satisfaction, and performing necessary functions in the most economical and efficient way possible.

b. The PM Program encompasses all headquarters civilian and military positions which require constant reevaluation by all supervisors. PM provides a means of defining an effective organization and identifying necessary changes. Since the assignment of duties to individual positions is inherently the responsibility of the line managers and supervisors, they must take an active part in the PM Program.

3. Objectives. The objective of PM is to establish a position structure (the arrangement of positions in an organization) that:

a. Achieves the proper balance among economy, efficiency, use of skills, the attraction and retention of competent personnel, employee motivation, employee development, and available resources.

b. Uses work processes, equipment, procedures, methods, and techniques effectively.

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c. Prevents or eliminates such common organizational faults as unnecessary fragmentation, excessive layering, too many assistants, improper job design, outmoded work methods, and improper distribution of manpower.

d. Is consistent with financial and program planning, and full execution of allocated civilian workyears.

4. Policy. Civilian and military positions will be managed by the Position Management Board under the guidelines of this instruction.

5. Principles. Supervisors must consider the following factors when executing position management:

a. Knowledge of the mission of their organization and ability to evaluate the need for all resources, including personnel, to accomplish their mission.

b. Continuously validate their onboard manpower resources in comparison to the workload requirement, and ensuring the military and civilian personnel are maintained at the most economical grade.

c. Correct excessive layering of all positions. Organizational fragmentation to derive higher grades and ratings is evidence of poor personnel management and must be avoided. The proportion of higher level positions will be consistent with the level of tasks performed.

d. Whenever a code can operate effectively with less than the personnel authorized, that code will pursue efficiency through partial reductions of authorization to enable reallocation of manpower resources to other areas.

e. The civilian payroll will be managed within the funds allocated for that purpose.

f. Within space constraints, fund limitations, and workyear allocations, civilian personnel will be used to the maximum practical extent in positions which do not require a military incumbent for reasons of law, training, security, or discipline; which do not require a military background for successful performance of duties involved; and which do not entail unusual hours not normally associated or compatible for civilian employment.

g. Vacancies will not be refilled if the recruit action exceeds the previously established full performance level of the position and can be replaced by a lower grade or if the workload of the organization has been reduced by an amount equal to the workload of that position.

h. There must be challenge, variety, responsibility, and well-defined career ladders for all positions to attract and retain competent employees.

6. Position Management Review Guidelines. Reviews will be conducted each time a billet or position is created, changed, or vacated. Use the following methods of analysis, as necessary:

a. Functional. Comparison of past accomplishments of existing functions with functions yet to be accomplished. Answer the following questions:

(1) Are all, and only, the required functions being performed?

(2) What are the personnel requirements to perform the functions?

(3) Can functional responsibility be assigned elsewhere with a resultant savings in manpower resources? Can functions be assigned to other billets or positions?

b. Organizational. Comparison of standardized operations to similar operations performed by other organizations. Answer the following questions:

(1) Does the structure provide flexibility?

(2) Is there organization fragmentation?

c. Positional. Determine if current billets or positions are necessary by relating them to mission accomplishment. Answer the following questions:

(1) Why was each position initially established?

(2) What does the incumbent in a position accomplish, and could the mission be accomplished without the position?

d. Other General Questions

(1) Does the civilian and military staffing result in duplication of effort?

(2) How well do the beneficial suggestions, incentive awards, productivity improvement, and other programs operate within the organization?

(3) Is any part of the workload more properly a responsibility of some other function, department, or office?

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(4) Is each military billet or civilian position fully justified?

(5) Does the nature of the position, if full time, preclude establishing it as a part-time career position?

(6) Are allocated civilian workyears fully-executed but not exceeded?

7. Supervisors and Managers. Managers and supervisors are responsible for applying sound position management criteria and standards when planning organizational changes in position structures, relationships, or assignments of new responsibilities. Using the position management review guidelines will determine the appropriateness of all personnel actions before initiated.

8. Comptroller (MED-94)

a. MED-94 will ensure funding is available in the civilian labor allocation for the proposed action.

b. Advise Position Management Board (PMB) of the actual execution of civilian workyears for the board to make sound management decisions on the additional hiring of temporary employees to fully-executed allocated civilian workyears.

c. Ensure billet updates are made to the Efficiency Review as a result of organizational or positional changes within BUMED.

9. Director of Headquarters Administration. Process all approved personnel and award actions.

10. Position Management Officer. The Chief of Staff, BUMED is designated as the position management officer (PMO) and will serve as the chairman of the PMB. The Deputy Surgeon General will review and approve decisions of the PMO.

11. Payroll Representative (MED-94)

a. Prepare agenda for the monthly PMB.

b. Provide administrative support to the PMB, i.e., take meeting minutes.

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12. Position Management Board. The PMB is established to ensure Headquarters PM policies are executed in the management of personnel and billets. The PMB will make their recommendations to the PMO. The PMB consists of the following members:

a. All deputy chiefs.

b. Position classification specialist from Wage and Classification Division and a staffing specialist, Human Resources Office.

c. Head, Fiscal Branch (MED-94).

d. Payroll representative (MED-94).

e. Personnel representative (MED-91).

13. Human Resources Office. The Human Resources Office will:

a. Provide training on position management as determined by the PMO.

b. Ensure the personnel or position request is approved by the PMO before initiating action.

c. Assist in planning reorganizations or establishing additional organization components.

13. Procedures

a. Supervisors. Before submitting personnel or award actions, apply the position management principles and guidelines in paragraphs 5 and 6. Submit personnel and award actions through the chain of command using an Outgoing Mail Record (OMR) as shown in enclosure (1).

b. PMB. Review all classification and staffing actions or Request for Personnel Action (SF-52), and forward to the PMO for approval or disapproval.

c. PMO. Convene the PMB, as needed, to assist in the review process.

14. Forms

a. SF-52, Request for Personnel Action, is available from MED-91.

b. OPNAV 5216/4, Outgoing Mail Record, is available in digital format from MED-914.

  
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